



WIRED Initiative Status Update: May 20, 2010

Linking and Leveraging Assets to Build a Regional Talent Development Network



Talent Driving Prosperity

At a national level the WIRED grants were designed to spark innovation in how talent is developed within regions. As the talent development arm of the Milwaukee 7, the Regional Workforce Alliance led the implementation of the WIRED grant. The RWA is a collaboration of organizations representing workforce development, economic development and education across Southeastern Wisconsin. The alliance promotes strategies to build the skilled workforce that the region's businesses need to compete in a global economy. The Milwaukee 7 as an economic development organization has focused on business attraction, retention and expansion; whereas the WIRED initiative has focused on developing the talent that the region will need to remain competitive. The major goal areas for the WIRED Initiative included growing talent to fuel the region's driver industries, transforming the delivery system, and linking and leveraging regional assets for the long-term.

■ WIRED Grant Overview:

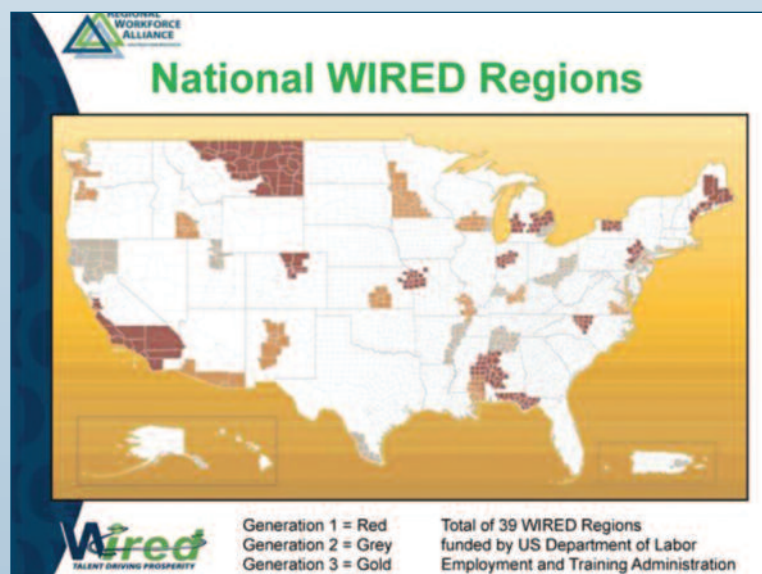
Grant Source: U.S. Department of Labor, Employment and Training Administration

Region: Southeastern Wisconsin

Counties: Kenosha, Milwaukee, Racine, Ozaukee, Walworth, Washington, & Waukesha

Grant Amount: \$5.1 million

Grant Development: Southeastern Wisconsin's WIRED grant proposal emerged from collaborative efforts started by the Regional Workforce Alliance and in part through the State of Wisconsin's GROW grants (Growing Regional Opportunities in Wisconsin).



WIRED Grant Timeline:

2007

February:
Award date

February-December:
Planning Period

2008

January:
Initial Implementation
& Staffing Phase

April:
Innovation Fund
Launch Event

July:
1st Round of Innovation
Fund Projects Awarded

August:
WIRED Status Update Event

September:
Launch Event for 2nd
Round of Innovation Fund

2009

January:
WIRED Status Update Event

May:
WIRED Status Update Event

June:
Building the Water
Generation Event and 3rd
Round of Innovation Fund

December:
Initial End Date for
WIRED Grant

2010

February 8:
Launch of
Talent Dividend Initiative

May 20:
Regional Talent
Development
Partners Summit

June 30:
End Date with Extension

A Lean, Networked Model

The WIRED Initiative used a lean or supply-chain innovation model to envision a regional talent development network. How can adapting “lean principles” to the process of talent development create strategic advantage for a region’s residents and industries? Lean concepts reduce cycle time by getting more alignment between traditionally separate processes. Economists who study labor market trends indicate that there is typically a time lag between when demand grows for certain skills and when the supply can meet the demand. Education and training does take time and with so many different individuals

and institutions involved, the delay can be lengthy. For a number of decades companies could wait for the labor market to catch up to the demand. In recent years skill requirements for many jobs have increased. What is different from decades ago is that jobs can now be moved to where talent is available. These moves can happen faster than a disjointed labor market can respond. The WIRED Initiative involved seeding innovation and communication between organizations and getting greater alignment of the many processes and components involved with developing talent.

An Open Source Approach

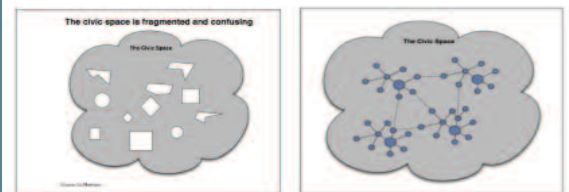
The WIRED Initiative has used the open source economic development approach. Serving as a policy advisor to the WIRED Initiative, Ed Morrison of Purdue University shared four key attributes of successful regions.

Successful regions will understand the power of networks



Source: Ed Morrison

Successful regions will manage complexity by building networks



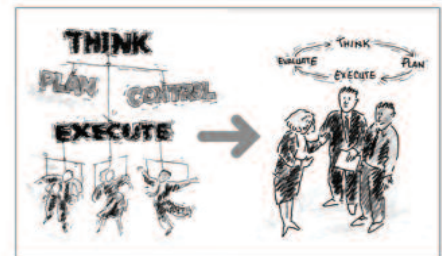
Source: Ed Morrison

Successful regions will overcome the “power” of the invisible fence that isolates people and programs into silos



Source: Ed Morrison

Successful regions will move civic thinking from hierarchies to networks



Source: Ed Morrison

Eight Guiding Principles for WIRED Initiative Projects



Over a two-year period the WIRED Initiative developed a portfolio of investments that seeded innovative and transformative approaches between organizations. The initiative as a whole and all of the nearly 50 projects were structured around a set of eight principles. The principles were first developed by the Metro Denver WIRED Initiative and incorporated into other WIRED efforts.

■ Regional:

WIRED projects and activities will transcend institutional, political and geographic boundaries. WIRED funding will support projects that cross county lines, school district lines, technical college and workforce development boundaries and that can impact the seven counties of Southeastern Wisconsin.

■ Replicable:

WIRED projects and activities must offer outcomes or deliverables that can be adopted and duplicated by other partnerships.

■ Strategic:

WIRED projects and activities must be strategically designed to meet specific WIRED Goal Matrix strategies and activities.

■ Sustainable:

WIRED projects and activities must have the capacity to continue, and perhaps even grow, after WIRED grant funding ends. Projects should not be dependent on WIRED funds for long-term operations.

■ Transformational:

WIRED projects and activities must provide an improved, evolved, effective, efficient, and/or more responsive talent development solution than what might typically be provided. What is proposed should change the nature of the current talent development system.

■ Targeted:

WIRED projects and activities must have clear and realistic plans that identify how outcomes will be achieved.

■ Industry-Driven:

WIRED projects and activities must respond to specific business and industry needs.

■ Innovative:

WIRED projects and activities must clearly depart from traditional workforce preparation methods and instead introduce a new idea, method, or process into talent development strategies.

Four Themes

While each project was unique in terms of its partnership and scope, each project fits into one of four primary themes:

1. Regional Research and Data Analysis

2. Educational Innovation

3. Bridging Critical Transitions

4. Building Civic Engagement



1 Regional Research and Data Analysis

A data-driven approach is critical to effective economic transformation. The WIRED Initiative has a number of studies that have been helpful in identifying the strengths of the region and determining the best course moving forward. These efforts illuminated the region's high-growth industries such as the emerging water industry. Research and data additionally identified the needs of those industries, determined educational and career development goals, and guided efforts toward the creation of an engaged, integrated, responsive talent development network in the Milwaukee 7 region.



There were eight funded projects in this category. The Water Industry Educational Programs study is one example that took an inventory of existing educational

and training programs related to the water industry. Solid educational programs are needed to prepare students for entry and advancement into jobs in the region's emerging water related industry. The study identified strengths and gaps in the talent development system and made recommendations that informed the decisions within WIRED's Building the Water Generation effort in 2009 and 2010.

During the spring of 2010 the Public Policy Forum began a regional metrics project that will develop a framework for an index of regional prosperity and regional vitality. The Public Policy Forum is convening a partnership of regional organizations, each of whom gather and publish data showing a slice of the economic conditions within the region. The partnership will explore how a common index may be developed. The effort leverages on-going and existing research by the Public Policy Forum and other partner organizations.

Projects & Partners

Closing the Communication Gap: Skills Assessment

- Racine Workforce Development Center
- Milwaukee Area Workforce Investment Board

Water CEO Call Program

- Milwaukee Development Corp.
- UW-Milwaukee
- Water Council

Next Generation Manufacturing Research Study

- Wisconsin Manufacturers Extension Partnership

Competency Study

- EMSI

Job Openings Study

- UW-Milwaukee

Workplace Diversity Toolkit

- Waukesha County Economic Development Corp
- WE Energies
- Alverno College
- Wisconsin Community Services
- SEEK Career Staffing
- City of Brookfield
- Arbor Education & Training
- WCTC
- Towne Realty, Inc.
- MRA The Management Association

Water Industry Educational Programs

- Discovery World
- Water Council

Regional Prosperity Index

- Public Policy Forum



Southeastern Wisconsin has a wide array of strong educational institutions. The eleven projects in the Educational Innovation theme focused on aspects of education and training that often are behind the scenes but impact the learning environment from high school through college. The WIRED Initiative funded many innovative projects, such as advancements in curriculum, training needs assessment tools, and strategic plans, that bridge institutional boundaries and provide participants with the skills they need to succeed in the workplace.

Educational Innovation was realized through the implementation of programs like Opening Doors to the Future and the Articulation Task Force. Obtaining accurate and valuable information about high-demand careers in the region to students is an important link in the talent development chain. CESA #1's Opening Doors to the Future project took a proactive approach to change the way career education is delivered in schools. One goal of the project was to provide the existing Kettle Moraine School District counseling staff with the training and tools necessary to more effectively deliver career education. Additionally, in the Germantown School District a team of independent career specialists delivered career development curriculum directly to students and parents. These two pilot projects provided a model of improved school-based career education that could be replicated throughout the Milwaukee 7 region.

Another project that has transformed the way education is delivered is the Articulation Task Force: Future in the Water Generation. The Task Force established articulation agreements with key educational institutions within the region to create programs related to water. The Task Force facilitated the development of curricula with a water emphasis that can be incorporated into water related programs as well as developed articulation agreements between two- and four-year institutions in the region. They also created an articulation agreement template that can be replicated and utilized by educational institutions throughout the Milwaukee 7 region and the state.

Projects & Partners

English Learner Manufacturing Skills Pipeline Regional Entry Project (ELMSPREP)

- Milwaukee Area Workforce Investment Board
- HIRE Center
- Milwaukee Area Technical College
- Council for Spanish Speaking
- Hmong American Friendship Association
- Lao Family Center
- GAMFG Precision, LLC

Energy & Automation Course

- St. Thomas More
- Badger Meter, Inc.
- Marquette University

Southeastern Wisconsin Pre-College Capacity Building Project

- Wisconsin Foundation of Independent Colleges (WFIC)
- Admission Possible
- YMCA of Metro Milwaukee Sponsor a Scholar
- COMPASS Guide

Project Lead the Way (PLTW)

Bridge Curriculum

- Waukesha County Technical College
- Moraine Park Technical College
- Wisconsin Technical College System
- Milwaukee School of Engineering
- Kettle Moraine School District
- Worldwide Instructional Design System

Manufacturing Online Assessment Tool

- Waukesha County Technical College
- Gateway Technical College
- Milwaukee Area Technical College

Quiet Agent

- Milwaukee Area Workforce Investment Board

Sustainable Management Degree Program

- UW-Parkside
- UW-Extension



Strategic Plan

- Wisconsin Community Services, Inc.
- Milwaukee Area Workforce Investment Board
- Milwaukee Co. House of Corrections
- WI Dept. of Corrections
- Waukesha Co. Economic Development Corp.
- African American Chamber of Commerce of Greater Milwaukee
- Rotary Club of Milwaukee
- Jobing.com

ConnectED

- Milwaukee Public Schools
- Milwaukee Area Workforce Investment Board
- Milwaukee Metropolitan Sewage District
- Milwaukee School of Engineering
- Milwaukee Area Technical College
- UW-Milwaukee
- School District of South Milwaukee
- Racine Unified School District
- MPS STEM Partnership Team
- Milwaukee Co. UW-Cooperative Extension
- Project Lead the Way

Opening Doors to the Future: Transforming School-Based Career Education

- CESA #1 & The Center for Education Innovation and Regional Economic Development
- Germantown School District
- Kettle Moraine School District
- School Perceptions, LLC
- Wisconsin Careers,
- WOW Workforce Development, Inc.

Articulation Task Force – Future in the Water Generation

- UW-Parkside
- Gateway Technical College
- Moraine Park Technical College
- Racine Health Dept.
- Southeast Workforce Development Board
- UW-Milwaukee
- Waukesha County Technical College
- WOW Workforce Development
- UW-Waukesha
- College of Lake County

Opening Doors to the Future: The

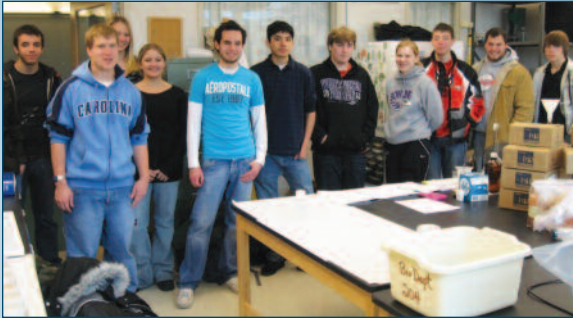
Center for Education Innovation and Regional Economic Development developed and implemented two career education delivery systems. In the first strand, it provides existing Kettle Moraine School District counseling staff with the training and tools necessary to enable them to deliver career education more effectively. In the second strand, a team of independent career specialists delivers the career development curriculum directly to students and parents in the Germantown School District on a consultant basis. These two pilot projects provide a model of improved school-based career education for the Milwaukee 7 region.



Articulation Task Force: Further establishes articulation agreements with key educational institutions within the M7 region to create programs related to water. The Task Force facilitates the development of curriculum with a water emphasis that can be incorporated into water related programs as well as develops articulation agreements between 2 and 4-year institutions in the M7 region. They also created an articulation agreement template that can be utilized by educational institutions within the M7 region.



Bridging Critical Transitions



This theme addressed the need to bridge critical transitions that people face: high school to college, education to work, employment to entrepreneurship and even incarceration to employment. These are often challenging transitions, with no clear pathway. Innovations that create a more seamless system can guide potential talent at these critical transition points.

This was the work of RWA/WIRED High School Cohorts: Building the Water Generation. This program developed a scaled model designed to inter-connect STEM water-education programs. The project connected students, educators, and private/ public water-sector experts to form Cohort groups to build ROV's.

Another program that helped address gaps in the talent development network is the Career Readiness Assessments by utilizing the WorkKeys and Learning Resources, Inc. assessment tools. The assessments measure employee competencies in various areas including reading comprehension, math, and soft skills such as teamwork and communication. Assessments are often used in tandem with remediation programs and work readiness certificates.

Another critical transition bridged the path from incarceration to employment. The Facilitated Employment Program for Offenders (FEPO) builds on a pilot program launched in 2007 for former Huber inmates, expanding intensive case management services such as one-on-one counseling, job preparedness workshops, basic education, and training opportunities with business services. Eighteen individuals returned to school, 87 former inmates found employment and two started their own businesses. The program resulted in a less than 5% recidivism rate.

Projects & Partners

Milwaukee SOLAR

- Milwaukee Community Service Corp.
- WE Energies
- Johnson Controls
- Focus on Energy
- Midwest RenewableEnergy Association
- Milwaukee Shines
- City of Milwaukee & Center on Wisconsin Strategy
- Advanced Tech. Environment Education Center
- Community & College Consortium for Health & Safety Training

2nd Chance Partners for Education

- 2nd Chance Partners for Education
- Racine Area Manufacturers and Commerce (6 area businesses)
- Racine Unified School District
- Racine Co. Workforce Development Center
- Gateway Technical College
- Wisconsin State Youth Apprenticeship Program

STEAM Project (21st Century Learning Meets FIRST Robotics)

- CESA #1
- School Districts: Whitefish Bay, South Milwaukee, Sussex-Hamilton, Oconomowoc
- Washington High School of Information Technology
- Milwaukee Area Technical College
- Working Innovations, Inc.
- Cisco Systems, Inc.
- AVI Systems.

Building Engineering Aptitude through Robotics (BEAR)

- Spotted Eagle
- Bots IQ Wisconsin
- Wisconsin Precision Metalworking Council
- CESA #1
- Milwaukee Area Technical College

PK-16 Coalition for Eco-Science and Service Learning Project

- UW-Parkside Center for Community Partnerships
- Burlington School District
- Burlington School District Nature Forest
- Kenosha Unified School District
- Racine Unified School District
- Raymond School District
- River Bend Nature Center
- Root River Environment

Careers for Young Adults in the Emerging Water Industry

- Milwaukee Community Service Corp.

- Sigma Environment Services
- Shaw Envir. & Infrastructure CH2MHill-UWM Great Lakes WATER Institute
- Milwaukee Area Technical College
- Wisconsin DNR & Water Action Volunteer Program
- Veolia Water North America
- Milwaukee Co. Parks Dept.
- EPA-Region V
- Great Lakes Revolving Fund Municipalities in WI, IN, MN, MI, OH
- Local State, Federal International Elected Officials

Running Rebels Project-Based Training Program

- Running Rebels Community Organization
- UW-Milwaukee Center for Urban Community
- Milwaukee Area Technical College
- Rivercity Woodworking

Think Insurance

- Wisconsin Foundation of Independent Colleges
- 10 Colleges and Universities in the M7 region
- 21 Insurance companies/organizations

Cognitive Restructuring

- Waukesha County Technical College
- Waukesha County Sheriff's Dept.

Water Challenge Planning

- School Perceptions
- Alverno College
- Water Council

Headwaters

- Milwaukee Public Schools
- Engineers and Scientists of Milwaukee
- Milwaukee Community Service Corp
- Milwaukee Area Technical College
- Milwaukee Metropolitan Sewerage District
- Milwaukee School of Engineering
- UW-Milwaukee

Freshmen for Freshwater

- UW-Whitewater
- AquaMot, LLC
- Tallgrass Restoration, LLC
- Rushing Waters Fisheries, LLC
- City of Whitewater
- Rock River Stormwater Group

Spreenkler

- Spreenkler
- C2 Graphics Productivity Solutions
- Marquette University
- UW-Milwaukee
- UW-Waukesha
- Waukesha County Technical College
- Milwaukee Area Technical College

IT Architecture & Modeling

- Gateway Technical College
- Sustainable Solutions, Inc.
- Center for Advanced Technology & Innovation, Inc.
- Racine County Economic Development Corp.

Industrial Machine Repair Bootcamp

- Gateway Technical College
- Racine County Workforce Development Center

Green-Related Talent Development Fund

- WOW Workforce Development, Inc.

OnRamp

- Hanson Dodge Creative
- Milwaukee Institute of Art & Design
- Milwaukee Area Technical College
- C2 Graphics

BizStarts Venture Track

- Milwaukee Economic Development Corp.
- Wisconsin Entrepreneur Network
- UW-Milwaukee Small Business Development Center

Industry/University R&D Collaboration project

- UW-Milwaukee
- Water Council

Career Readiness Assessments

- Racine County Workforce Development Center
- Milwaukee Area Workforce Investment Board
- Milwaukee Area Technical College
- Gateway Technical College

RWA/WIRED High School Cohorts: Building the Water Generation

- UW-Milwaukee Graduate School
- Marine Advance Technology Education Center
- Spreenkler
- School Perceptions
- Water Council
- Brown & Caldwell
- Smith
- ITT
- KOT Environment Consulting, Inc.

Facilitated Employment Program for Offenders (FEPO)

- Kaiser Group, Inc.
- WOW Workforce Development, Inc.
- Waukesha County-Office of Community Development
- Waukesha County-Dept. of Health & Human Services
- Waukesha Co. Sheriff's Dept.
- Wisconsin Dept. of Corrections

FEPO: This project built on a pilot program launched in 2007 for former Huber inmates. It expanded intensive case management services such as one-on-one counseling, job preparedness workshops, basic education, and training opportunities with business services.

107 individuals were enrolled, 18 returned to school, and two people started their own businesses. The program resulted in less than 5% recidivism rate.

High School Cohorts: This project developed a scaled program model designed to inter-connect STEM water-education programs, networking students, educators, and private/public water-sector experts to form High School Student Cohorts.

The Cohort groups, which were comprised of students from nine high schools, participated in the Remotely Operated Vehicle Competition (ROV). Each team was required to build their own underwater ROV that had to pass several tests and demonstrate their knowledge of UN Global Compact activities. The goals of the competition were to: 1) raise awareness of freshwater, ocean and other career opportunities, 2) to provide the means of developing technical as well as communication, teamwork, problem-solving, and critical thinking skills, 3) to connect students and teachers with working professionals in the water-sector so that they can learn from these individuals and gain exposure to potential higher education and career paths.

Career Readiness Assessment:

Two tools were implemented to measure employee competencies in various areas including reading comprehension, math, and soft skills such as teamwork and communication. The assessments are often used in tandem with

remediation programs and work readiness certificates.

The two tools are Learning Resources, Inc soft skills and ACT's Work Keys. ACT offers a Work Readiness certificate that is recognized nationwide and has a bit more recognition/acceptance by employers. LRI offers certificates and the personal soft skill credential is "effective workplace behaviors." By April, 2010, over 700 individuals received soft skills assessments:

- high school students, primarily juniors and seniors (about 1/3 of all assessments)
- job seekers (unemployed)
- 60 were referred by employers looking to screen job applicants.
- LRI WRS was used for the 2009 Summer Youth

Program for 230 people who took the test at the beginning of the program (June) and again at the end of the program (August). The program included youth work experience and one day per week was devoted to discussions of work behavior and job experiences. Aggregate scores improved upon the retest.



4

Building Civic Engagement

Linking organizations together for a project is a start. Establishing systems for continued interaction helps the habit of linking and leveraging take root. The WIRED Initiative fostered several network hubs where cross-institutional communication and collaboration will continue.

One example is the alignment of the business outreach efforts of the various workforce development boards within the seven-county region. A common approach for business engagement, a shared database of contacts, and increased communication between business services staff within the one-stop workforce development centers will increase the effectiveness of the efforts that were largely independent of one another.

The WIRED Initiative partnered with the Donor's Forum of Wisconsin early on to help establish an alliance of public and private funders of workforce initiatives. This initiative has served as a hub of information and a connecting point for the nearly 30 organizations that are now part of the Milwaukee Area Workforce Funding Alliance.

An important aspect in WIRED's commitment to generating productive civic engagement between regional businesses was the funding of the Employer-Led Workforce Development Collaborative. For this project, the West Michigan TEAM provided technical assistance toward the development of this collaborative model for the Milwaukee 7 region. The concept: companies in a geographic area aggregate their needs around training and employee assistance to provide an opportunity toward continuous improvement and development for incumbent employees. These

employer 'joint ventures' leverage resources in a manner that each business may not have the capacity to do on their own. The result effectively aggregates the needs of 2,000+ employees and can result in a positive return on investment for the employer member.



Another facet of building civic engagement is utilizing specific tools that enable projects to move forward. Numerous mechanisms have been used to facilitate the engagement process. In addition to open meetings, newsletters, and public online meeting spaces, *Influencer* and *Crucial Conversations* training have been provided. *Influencer* is a change process that examines vital behaviors that are necessary to accelerate goals and objectives and builds capacity of a participating organization without adding resources.

The WIRED Initiative has incorporated a range of stakeholders and partners to augment the impact on regional vitality. Many partners bring dynamic, high stakes conversations that help move our region forward. *Crucial Conversations* is a communication process to use when the stakes are high, the opinions are different, and emotions are strong. These characteristics are a reality in regional collaboration. In order to move beyond opposing view points between partners, we need to speak up, speak respectfully, and speak candidly. This is a valuable skill set to learn and use.

Teaching *Influencer* and *Crucial Conversations* enabled key individuals with the skills and mindsets to think and act regionally while maintaining their institutional excellence.

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Projects & Partners

Milwaukee Area Workforce Funding Alliance (MAWFA)

- Donors Forum of Wisconsin
- Multiple private foundations and public workforce funding organizations

Bridging Valley Communities

- Menomonee Valley Partners
- Valley Improvement District
- BID's Business Resource Committee
- Palermo Villa
- Proven Direct
- Derse, Inc. & Charter Wire
- Friends of the Hank Aaron State Trail
- Allied Insulation Supply Co., Inc.
- P&H Mining Equipment
- 30th St. Industrial & Economic Corridor
- WE Energies

STEM 7 Clearinghouse

- Engineers & Scientists of Milwaukee
- Gateway Technical College
- Milwaukee Public Schools
- Racine Unified School District
- Milwaukee Metropolitan Sewerage District
- R.A. Smith National

Regional Business Services Task Force

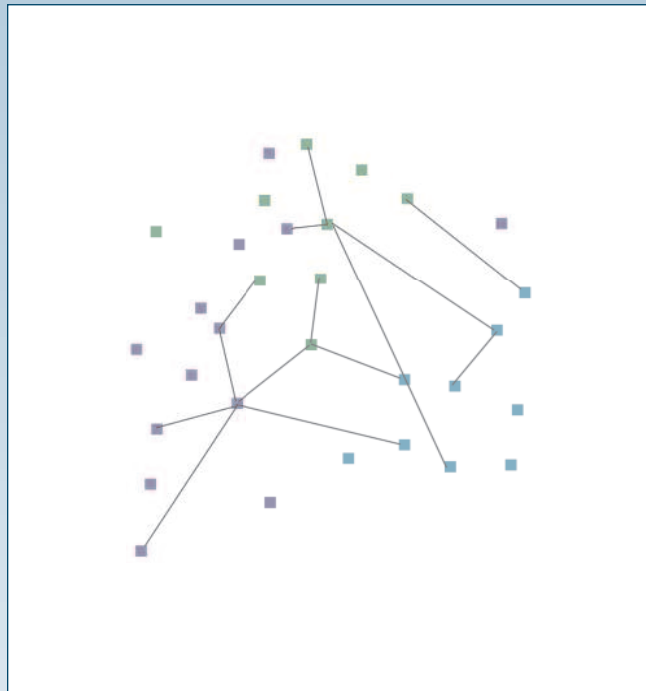
- WOW Workforce Development, Inc.
- Southeast Workforce Development Board
- Milwaukee Area Workforce Investment Board

Employer-Led Collaborative

- West Michigan TEAM

Green Jobs Strategy Development

- Milwaukee Area Workforce Funding Alliance



A Region Dedicated to Moving Forward

While funding projects that contribute to the development of a talented regional workforce, WIRED's greatest impact was paving a new civic infrastructure. It seeded partnerships that have resulted in collaborations between businesses, educators, and economic development professionals who are invested in the future prosperity of the Milwaukee 7 region. While WIRED has been the catalyst for these strategic partnerships, they were built naturally, and in this sense will continue to prosper on their own. Today and in the future of the region, new innovations and partnerships—from education to the water industry—will continue to take shape and prosper, growing the vitality and prosperity of our region.

WIRED Committee Structure

■ Local Elected Officials Oversight Board Members

Role: Comprised of an elected official from each county, this group provided oversight on the project and guidance during the planning period and implementation phase.

Tom Barrett – City of Milwaukee Mayor

Mark Cronce – Ozaukee County Board Chair

Herb Tennes – Washington County Board Chair

James Krueser – Kenosha County Executive

William McReynolds – Racine County Executive

Nancy Russell – Walworth County Board Chair

Daniel Vrakas – Waukesha County Executive

■ Steering Committee Members

Role: The Steering Committee was comprised of leaders who serve on a Milwaukee 7 industry council, a workforce development board as well as educational leaders representing two-year and four-year educational institutions. This group was responsible for funding decisions for the Innovation Fund as well as guiding the overall direction of the WIRED initiative.

William Berezowitz – Vice President and General Manager of Imaging Subsystems, GE Healthcare

Charles Colman – President, San Jamar

Bruce Connolly – Director, Center for Education Innovation and Regional Economic Development

Franz Hoffman – Water Council

John Keating – Assistant Vice Chancellor, University of Wisconsin-Milwaukee and former Chancellor of UW-Parkside

Barbara Prindiville – President, Waukesha County Technical College

Julia Taylor – President, Greater Milwaukee Committee

Mary Wehrheim – President, Stanek Tool Corp.

Wallace White – Principal/CEO, W2Excel, LLC

■ Leadership Team Members

Role: The Leadership Team was comprised of the directors of each workforce development board in the region and led the development of the implementation plan, coordinated the activities of the project with the workforce system, and guided the implementation of the WIRED initiative through monthly or twice per month meetings during the planning and early implementation phases.

Don Sykes – Milwaukee Area Workforce Investment Board

Francisco Sanchez – W-O-W Workforce Development

John Milisauskas – Kenosha County Job Center and Southeast Workforce Development Board

Alice Oliver – Racine County Workforce Development and Southeast Workforce Development Board

Marilyn Putz – Walworth County Job Center and Southeast Workforce Development Board

■ Staff

Role: Provide day-to-day support to implement the various aspects of the WIRED Initiative.

Michael Mortell – Coordinator

Elizabeth Thelen – Industry Specialist

Claus Dunkelberg – Water Industry Specialist

Susan Koehn – Innovation Fund Specialist

Pat Adrian – Research Specialist

Kim Houk – Program Specialist

Regional Workforce Alliance/WIRED
www.milwaukee7-rwa.net



"This workforce solution was funded by a grant awarded under Workforce Innovation in Regional Economic Development (WIRED) as implemented by the U.S. Department of Labor's Employment and Training Administration. The solution was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This solution is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes is permissible. All other uses require the prior authorization of the copyright owner."